

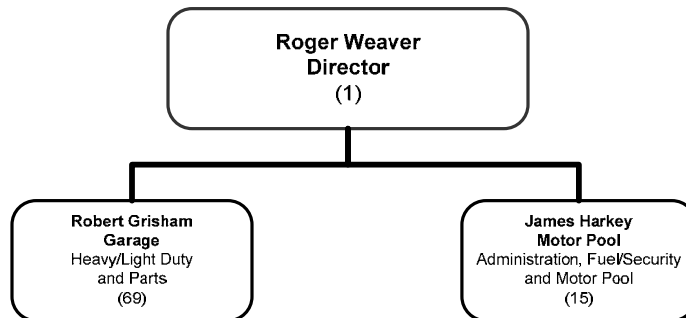
## FLEET MANAGEMENT Roger Weaver

### MISSION STATEMENT

*The Fleet Management Department provides vehicles, equipment, and related services to the officials and employees of the County so that they may, in turn, provide services that promote health, safety, well being, and quality of life to the residents of the County.*



### ORGANIZATIONAL CHART



### 2010-11 AND 2011-12 ACCOMPLISHMENTS

- Incorporated the recommendations from the 2010 consultant's vehicles study into the Department's ongoing operational strategy.
- Assigned management oversight of County Fire garage activities to identify and evaluate efficiencies and operational redundancies.
- Purchased two Chevrolet Volts (low emission, green vehicles) to evaluate and compare the total "Life Cycle Cost" with similar vehicles currently in the fleet.
- Assisted County Fire in adapting the County's Fleet Management Information System (FMIS) to track County Fire's self-contained breathing apparatus (SCBA) and associated equipment thereby avoiding purchasing/training of another unique stand-alone program/system.



## GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

### GOAL 1: DECREASE VEHICLE DOWNTIME FOR PREVENTATIVE MAINTENANCE AND ROUTINE REPAIRS.

*Objective: Reduce time to maintain and to repair vehicles.*

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Actual	2012-13 Target
Percentage of programmed maintenance (PM) services completed the same day the vehicle is delivered to Fleet Management.	77%	87%	80%	75%	80%
Percentage of repairs completed within two days of vehicle delivery to Fleet Management.	85%	88%	85%	88%	85%

The Department measures turnaround time by noting the start and completion times on each PM and repair work order. Vehicle availability is critical to all County departments in order for them to deliver their services. Therefore, it is important that Fleet Management complete all vehicle maintenance and repairs timely without sacrificing quality. Additionally, timely vehicle maintenance/repair turnaround should improve overall customer satisfaction for Garage services. In 2011-12, the actual percentage of same day programmed maintenance came in under target at 75%. This is primarily due to the Division having workload which exceeded the number of available hours to perform programmed maintenance. In 2012-13, the Department is anticipating filling a number of vacancies to increase the number of available hours for programmed maintenance as well as reduce the usage of overtime.

### GOAL 2: SUSTAIN GREEN COUNTY INITIATIVE BY REDUCING OVERALL MOTOR POOL VEHICLE EMISSIONS.

*Objective: Purchase the lowest emission vehicle available that meet the county's operational and fiscal requirements.*

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Actual	2012-13 Target
Percentage of Motor Pool vehicles classified as ultra low emission vehicles or better.	85%	85%	90%	83%	90%

An element of the County's mission is to improve the quality of life for its residents. Improving air quality by reducing vehicle emissions supports the County's mission. During its regular purchasing cycle, Fleet Management will continue replacing the existing fleet with ultra low emission vehicles (ULEV) or cleaner/better emissions, including hybrid vehicles, when practical. It is estimated that the entire fleet will consist of only ULEV's (or better) by 2014-15.

The "lower than target" actual for 2011-12 is due to delaying vehicle purchases as Fleet Management has originally intended in response to the current economic conditions.



## SUMMARY OF BUDGET UNITS

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Net Budget	Staffing
<u>Internal Service Funds</u>						
Garage	14,328,027	14,144,800			(183,227)	82
Motor Pool	16,095,674	13,200,500			(2,895,174)	3
Total Internal Service Funds	30,423,701	27,345,300			(3,078,401)	85

5-YEAR APPROPRIATION TREND					
	2008-09	2009-10	2010-11	2011-12	2012-13
Garage	13,929,859	12,203,040	12,598,325	13,751,300	14,328,027
Motor Pool	15,254,738	14,686,700	11,170,766	12,869,783	16,095,674
Total	29,184,597	26,889,740	23,769,091	26,621,083	30,423,701

5-YEAR REVENUE TREND					
	2008-09	2009-10	2010-11	2011-12	2012-13
Garage	14,483,400	12,355,000	12,620,110	13,982,165	14,144,800
Motor Pool	14,306,500	14,479,000	11,707,970	12,730,500	13,200,500
Total	28,789,900	26,834,000	24,328,080	26,712,665	27,345,300

5-YEAR NET BUDGET TREND					
	2008-09	2009-10	2010-11	2011-12	2012-13
Garage	553,541	151,960	21,785	230,865	(183,227)
Motor Pool	(948,238)	(207,700)	537,204	(139,283)	(2,895,174)
Total	(394,697)	(55,740)	558,989	91,582	(3,078,401)

Note: Beginning in fiscal year 2012-13, Capital Expenditures have been included and Depreciation has been excluded in appropriation in enterprise and internal service funds for budgetary purposes. In the table above, prior years have been restated for consistency.

For 2012-13, expenditures are anticipated to exceed revenues by approximately \$3.1 million primarily due to fixed asset purchases which are funded by unrestricted net assets. These purchases include \$6.5 million in vehicles and \$229,000 for capital software and equipment purchases. This amount is offset by revenue collected through Board approved rates which, in the absence of fixed asset purchases, typically exceeds annual expenditures to fund asset replacement.



## Garage

### DESCRIPTION OF MAJOR SERVICES

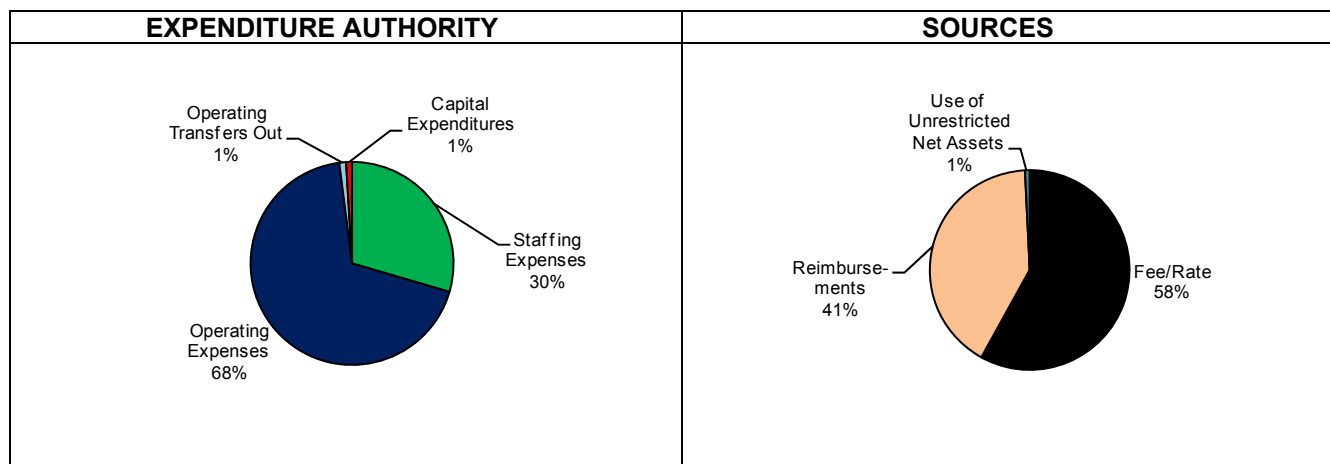
Fleet Management's Garage Division provides fuel, maintenance, repair, fabrication, generator services and emergency field services for the County's fleet of vehicles and heavy equipment.

The Garage budget unit is an internal service fund (ISF). All operational costs of the Garage Division are funded through Board of Supervisor approved rates. As an ISF, any unrestricted net assets available at the end of fiscal year are carried over to the next fiscal year to provide working capital, fund the replacement of fixed assets and fund capital improvements. Any excess/shortage is incorporated into rate structure during the annual rate review process.

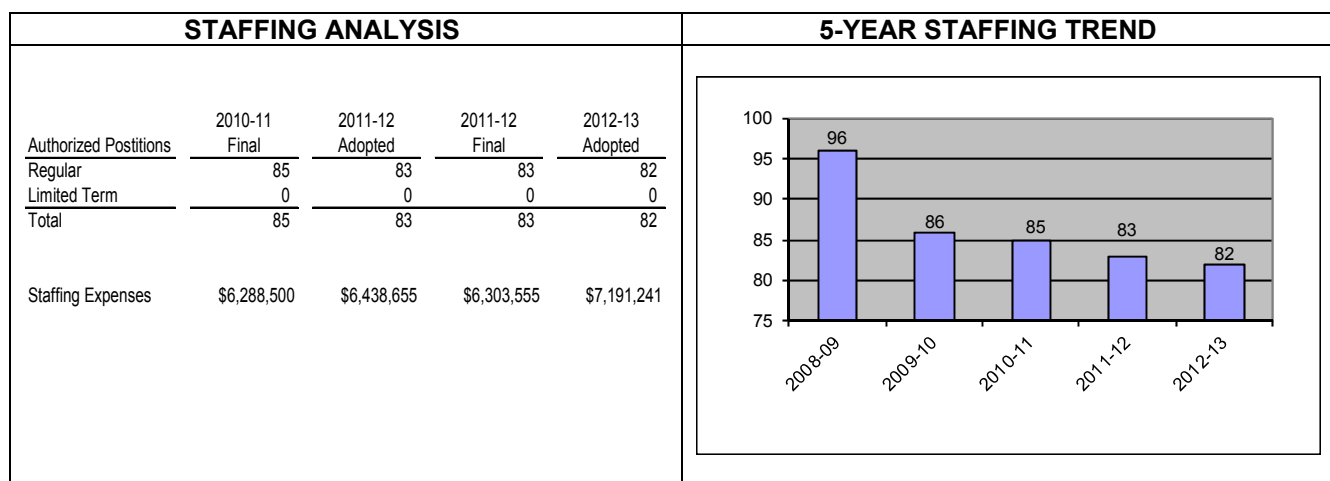
#### Budget at a Glance

Total Expenditure Authority	\$24,354,224
Total Sources	\$24,170,997
Net Budget	(\$183,227)
Estimated Unrestricted Net Assets	\$1,250,000
Use of Unrestricted Net Assets	\$183,227
Total Staff	82

### 2012-13 ADOPTED BUDGET



### BUDGETED STAFFING



**ANALYSIS OF 2012-13 ADOPTED BUDGET**

GROUP: Administration  
DEPARTMENT: Fleet Management  
FUND: Garage

BUDGET UNIT: ICB VHS  
FUNCTION: General  
ACTIVITY: Other General

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Actual	2011-12 Final Budget	2012-13 Adopted Budget	Change From 2011-12 Final Budget
<b>Appropriation</b>							
Staffing Expenses	6,687,510	6,465,592	6,288,472	6,303,544	6,303,555	7,191,241	887,686
Operating Expenses	13,376,836	12,541,746	14,205,213	16,076,451	16,355,971	16,673,274	317,303
Capital Expenditures	37,048	31,447	5,040	31,626	49,800	229,000	179,200
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	20,101,394	19,038,785	20,498,725	22,411,621	22,709,326	24,093,515	1,384,189
Reimbursements	(9,153,148)	(8,771,686)	(8,174,669)	(8,996,787)	(8,996,326)	(10,026,197)	(1,029,871)
Total Appropriation	10,948,246	10,267,099	12,324,056	13,414,834	13,713,000	14,067,318	354,318
Operating Transfers Out	102,800	187,649	176,494	38,291	38,300	260,709	222,409
Total Requirements	11,051,046	10,454,748	12,500,550	13,453,125	13,751,300	14,328,027	576,727
<b>Departmental Revenue</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	11,914,511	10,978,458	11,750,728	13,198,426	13,198,200	14,137,300	939,100
Other Revenue	105,675	36,504	81,259	53,940	397,400	7,500	(389,900)
Total Revenue	12,020,186	11,014,962	11,831,987	13,252,366	13,595,600	14,144,800	549,200
Operating Transfers In	0	0	0	386,565	386,565	0	(386,565)
Total Financing Sources	12,020,186	11,014,962	11,831,987	13,638,931	13,982,165	14,144,800	162,635
Net Budget	969,140	560,214	(668,563)	185,806	230,865	(183,227)	(414,092)
Budgeted Staffing					83	82	(1)

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Major changes for the Garage budget unit include an increase in staffing expenses of \$887,686 due primarily to the elimination of the work schedule reduction for San Bernardino Public Employees Association (SBPEA) - represented employees, increases in negotiated salary and benefit costs, and continued budgeting of various vacant positions which are anticipated to be filled in 2012-13. Additionally, operating expenses are increasing by \$317,303 due primarily to increased demand and costs of fuel.

Decreases in operating transfers in of \$386,565, offset by increased reimbursements, results from reclassification of the emergency fuel provision for departments providing emergency services. Increases in staffing and operating expenses are offset by increases in rate revenue and reimbursements totaling \$1,968,971.

**MAJOR EXPENDITURES AND REVENUE IN 2012-13 ADOPTED BUDGET**

Operating expenses make up the majority of the Department's expenditures within this budget unit. These expenses include \$10.5 million for the purchase of fuel, \$3.3 million for the purchase of automotive parts and sublet services and \$0.9 million for intra-fund charges for maintenance and repairs.

Departmental revenue of \$14,144,800 primarily represents reimbursements from other County departments and outside agencies for fuel supplied and vehicles' maintenance and repair services.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

The 2012-13 budget includes the deletion of 1 vacant Automated Systems Analyst II. The function of the deleted Automated Systems Analyst II is now provided through Information Services Department (ISD).

Current strategy is to maintain staffing at its current levels in order to match the total billable hours target to the current demand for vehicle maintenance and repair. As the demand for services increases, the Department will consider filling positions on an as needed basis.



**2012-13 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	7	0	7	7	0	0	7
Light Duty	38	0	38	31	6	1	38
Fuel/ Security	6	0	6	5	1	0	6
Heavy Duty	24	0	24	20	4	0	24
Parts	7	0	7	6	1	0	7
Total	82	0	82	69	12	1	82

Administration		Heavy Duty		Light Duty	
<u>Classification</u>		<u>Classification</u>		<u>Classification</u>	
1	Director of Fleet Management	1	Motor Fleet Maint Superintendent	1	Motor Fleet Maint Superintendent
1	Executive Secretary II	2	Motor Fleet Shop Supervisor	2	Motor Fleet Shop Supervisor
1	Staff Analyst II	1	Motor Fleet Mechanic II	7	Motor Fleet Mechanic II
1	Motor Fleet Shop Supervisor	17	Motor Fleet Mechanic I	15	Motor Fleet Mechanic I
1	Fiscal Specialist	2	Mechanics Assistant	1	Garage Service Writer
1	Payroll Specialist	1	Equipment Services Specialist I	6	Mechanics Assistant
1	Office Assistant III	24	Total	3	Equipment Services Specialist I
7	Total			3	Motor Pool Assistant
				38	Total
		Parts		Fuel/Security	
		<u>Classification</u>		<u>Classification</u>	
		1	Equipment Parts Supervisor	1	Fuel and Security Supervisor
		4	Equipment Parts Specialist I	2	Equipment Services Specialist II
		1	Stores Specialist	2	Equipment Services Specialist I
		1	Storekeeper	1	Garage Services Assistant
		7	Total	6	Total



## Motor Pool

### DESCRIPTION OF MAJOR SERVICES

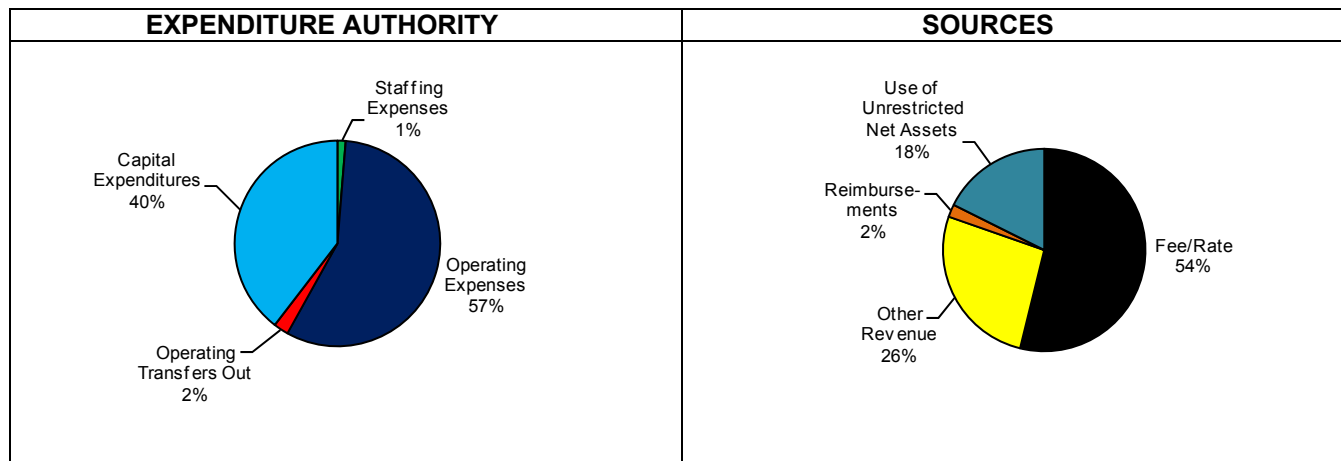
Fleet Management's Motor Pool Division has ownership and/or maintenance responsibility for approximately 1,700 automobiles, vans, pick-up trucks and various specialty vehicles/equipment assigned to County departments. The Motor Pool coordinates collection and distribution of vehicle replacement funds, fuel, maintenance, insurance, overhead and other operational costs of fleet vehicles.

#### Budget at a Glance

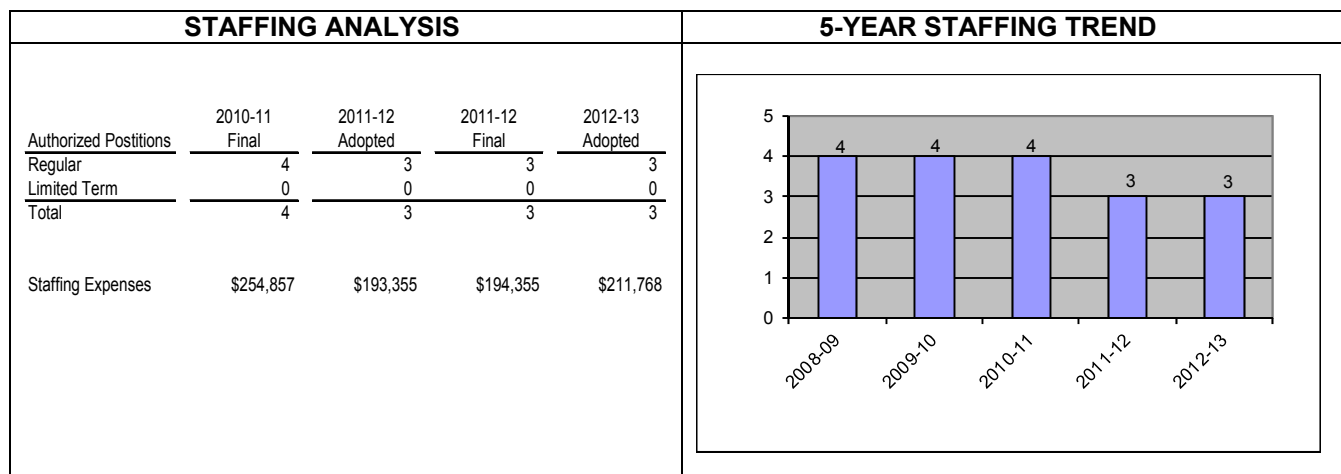
Total Expenditure Authority	\$16,429,374
Total Sources	\$13,534,200
Net Budget	(\$2,895,174)
Estimated Unrestricted Net Assets	\$11,400,000
Use of Unrestricted Net Assets	(\$2,895,174)
Total Staff	3

The Motor Pool budget unit is an internal service fund (ISF). All operational costs of the Motor Pool Division are financed through Board of Supervisor's approved rates. As an ISF, any unrestricted net assets available at the end of a fiscal year are carried over to the next fiscal year to provide working capital, finance the replacement of fixed assets, and fund capital improvements. Any excess/shortage is incorporated into the rate structure during the annual rate review process.

### 2012-13 ADOPTED BUDGET



### BUDGETED STAFFING



## ANALYSIS OF 2012-13 ADOPTED BUDGET

GROUP: Administration  
DEPARTMENT: Fleet Management  
FUND: Motor Pool

BUDGET UNIT: IBA VHS  
FUNCTION: General  
ACTIVITY: Other General

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Actual	2011-12 Final Budget	2012-13 Adopted Budget	Change From 2011-12 Final Budget
<b>Appropriation</b>							
Staffing Expenses	241,981	248,824	254,780	193,453	194,355	211,768	17,413
Operating Expenses	9,417,112	8,945,664	8,634,668	8,965,497	8,966,383	9,330,590	364,207
Capital Expenditures	4,434,729	177,489	2,397,490	3,388,965	3,394,680	6,500,000	3,105,320
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	14,093,822	9,371,977	11,286,938	12,547,915	12,555,418	16,042,358	3,486,940
Reimbursements	(284,137)	(311,120)	(350,448)	(376,390)	(376,600)	(333,700)	42,900
Total Appropriation	13,809,685	9,060,857	10,936,490	12,171,525	12,178,818	15,708,658	3,529,840
Operating Transfers Out	64,809	0	231,612	690,878	690,965	387,016	(303,949)
Total Requirements	13,874,494	9,060,857	11,168,102	12,862,403	12,869,783	16,095,674	3,225,891
<b>Departmental Revenue</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	49,770	49,770	0	(49,770)
Fee/Rate	8,778,729	9,358,649	9,204,941	8,519,133	8,519,000	8,845,500	326,500
Other Revenue	5,711,083	3,374,435	2,458,430	4,030,170	4,161,730	4,355,000	193,270
Total Revenue	14,489,812	12,733,084	11,663,371	12,599,073	12,730,500	13,200,500	470,000
Operating Transfers In	0	93,502	1,378	0	0	0	0
Total Financing Sources	14,489,812	12,826,586	11,664,749	12,599,073	12,730,500	13,200,500	470,000
Net Budget	615,318	3,765,729	496,647	(263,330)	(139,283)	(2,895,174)	(2,755,891)
Budgeted Staffing					3	3	0

## BUDGET CHANGES AND OPERATIONAL IMPACT

Major changes for the Motor Pool budget unit include an increase in capital expenditures of \$3,105,320 due primarily to an increase in the number of assigned vehicles that have exceeded the replacement cycle. The Department uses a nationally recognized, state-of-the-art, "life cycle cost" financial model to determine the optimal vehicle/equipment replacement point. Additionally, operating expenses are increasing by \$364,207 due primarily to an increase in costs of maintenance, repairs, and fuel.

Departmental revenue is increasing by \$470,000 due primarily to an increase in variable/per-mile revenue and an increase in monthly fixed charges.

## MAJOR EXPENDITURES AND REVENUE IN 2012-13 ADOPTED BUDGET

Operating expenses make up the majority of the budget unit's expenditures. These expenses include transfers to the Garage budget unit of \$4.1 million and \$3.7 million for vehicle maintenance and repair, and fuel, respectively. Additionally, capital expenditures include \$6.5 million for the purchase of new vehicles. These expenditures include an approximate distribution of \$2.7 million for the purchase of trucks/sport utility vehicles, \$2.3 million for sedans, \$1.0 million for vans, and \$0.5 million for service trucks.

Departmental revenue of \$13.2 million primarily includes \$7.1 million from variable/per-mile revenue, \$5.5 million from monthly fixed charges and \$0.5 million from auction proceeds.

## STAFFING CHANGES AND OPERATIONAL IMPACT

The Department is deleting 1 vacant Fleet Services Manager position and adding 1 Staff Analyst II position. This staffing change will better match the Department's requirements.



2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Motor Pool	3	0	3	2	0	1	3
Total	3	0	3	2	0	1	3

Motor Pool	
<u>Classification</u>	
1	Staff Analyst II
1	Vehicle Services Shop Supervisor
1	Motor Pool Assistant
3	Total